WCB SASKATCHEWAN WORKERS' COMPENSATION BOARD

2012 SASKATCHEWAN WORKERS' COMPENSATION BOARD

REPORT TO STAKEHOLDERS

Seeing is believing

The safety glass campaign really rang true with young workers, and especially with high school students. The glasses became a symbol of a bigger safety message – something that would remind them to be safe not only at work, but in everything they do.

We are planting a 'safety seed' that will grow into a way of life.

– Chris Ryder, Vice President, External Affairs, BHP Billiton

Any time we can come together to change safety culture, we can change the future of safety in Saskatchewan.

– Craig McAuley, District Manager, PCL Construction

We believe that all injuries are preventable.

– Doug Kelln, President and CEO, SaskEnergy

This unique program takes safety out to the broader community, to students and their families. It will start people thinking about safety earlier in their lives and earlier in their careers.

– Bill Boyce, Executive Director, Safety and Graphics Business Group, 3M

Seeing is believing.

WorkSafe Saskatchewan and Mission: Zero have created an educational platform that should be adopted by all of Canada.

– Dan Amatruda, Senior Vice President, Weber Supply

Our goal is zero. Our target is zero.

– Deb Sinnett, Executive Director, Pioneer Village Care Home

Through partnerships, we can promote and develop a culture of safety, now and into the future.

– Darlene Clarke, Fall Injury Prevention Coordinator, Prairie North Health Region

Safety is a value worth promoting to our children and protecting for our future.

– Joanne Harpauer-Dignean, General Manager, Welldone Mechanical

Contents

01 YEAR AT A GLANCE

02 INTRODUCTION

03 THE MEREDITH PRINCIPLES

04 2012-2014 STRATEGIC PLAN

07 YEAR-END REPORTS

07 Operational Plan Report

14 Corporate Social Responsibility

19 Appeals

25 Fair Practices Office

27 WorkSafe Saskatchewan

34 Enterprise Risk Management

35 New and Amended Policies and Procedures

39 Comparison with Canadian WCBs

Year at a Glance

	2012	2011	2010	2009	2008
Number of workers covered [1]	385,856	377,004	370,659	353,384	354,295
Time Loss injury rate (per 100 workers) [2]	2.79	3.05	3.12	3.44	3.70
Total injury rate (per 100 workers) [2]	8.65	8.73	8.70	9.32	10.21
Number of claims reported	39,343	39,689	38,773	39,558	43,303
Number of Time Loss claims accepted [2]	10,774	11,516	11,574	12,141	13,093
Fatal claims accepted [3]	56	36	44	32	31
Average duration in days [4]	38.89	34.44	34.67	34.10	33.11
Active employer accounts [5]	43,611	41,972	40,365	38,354	35,946
Average premium rate [6]					
(per $100 of insurable earnings)	1.60	1.61	1.63	1.66	1.69
Number of appeals filed					
Appeals Department	841	940	1,152 [10]	951	1,064
Board Appeal Tribunal	267	190	243 [10]	232	219
Claims costs ($ millions)	196.1	199.7	228.3	222.8	205.8
Premium revenue ($ millions)	296.2	282.0	251.0	255.2	245.2
Investment income ($ millions) [7]	127.3	(33.5)	147.2	27.0	22.0
Benefits liabilities ($ millions)	1,005.4	1,013.9	1,021.3	995.7	969.5
Funded position ($ millions)					
Injury Fund [7]	295.6	229.3	235.9	111.0	109.0
Reserves	150.4	60.8	61.3	59.7	58.2
AOCI [8]				6.3	(146.5)
Funding percentage [9]	116.8	119.0	111.5	111.2	111.2

1 Full-time equivalent workers based on Statistics Canada average wage and WCB payroll information as of December 31st. Does not include workers for self-insured employers.
2 Based on new claims reported to, and accepted by, the WCB in the year. Does not include claims for self-insured employers.
3 In the self-insured employer category, there were 4 fatalities in 2012, 1 in 2011, 1 in 2010, 2 in 2009 and 0 in 2008.
4 Average days on compensation based on all Time Loss claims paid within a 12-month period.
5 Active employers excludes employers whose assessment accounts were closed during the year.
6 All years are Board-approved rates.
7 For the years 2010-2012, unrealized gains and losses on investments are recorded in investment income when incurred.
8 Accumulated Other Comprehensive Income (unrealized gains and losses on investments), is combined with the Injury Fund beginning in 2010.
9 Beginning in 2010, the calculation of Funding Percentage was changed to be consistent with prior years. The calculation now excludes the unrealized gains and losses on investments included in the Injury Fund.
10 Earlier reports incorrectly show 1,150 appeals received by the Appeals Department and 239 appeals received by the Board Appeal Tribunal.

Introduction

The Report to Stakeholders is a companion document to the Annual Report that is tabled in the provincial legislature. In it, we provide information on our 2012 results, including:

- Our 2012-2014 Strategic Plan – the direction that we provide to achieve the strategic results that keep this WCB operating at a high level today, and in to the future. The five elements of the Strategic Plan – our vision, mission and values statements, principles and beliefs statement, and strategy statements – are the foundation and focus of everything we do.
- Our 2012 Operational Plan Report – administration's report to you on the work they accomplished and achievements they reached delivering service, benefits and programs to Saskatchewan employers and injured workers.
- Year-end information on our Corporate Social Responsibility Program – the program we use to encourage and support non-profit and community organizations, and to minimize our environmental footprint.
- Detailed reporting on our *WorkSafe Saskatchewan* partnership with the Ministry of Labour Relations and Workplace Safety – in 2012, we recorded the highest number of workplace fatalities in 30 years. It is a grim and sobering reminder of why what we do through *WorkSafe Saskatchewan* matters so much to every worker, employer and workplace in our province.
- 2012 statistical data on our appeals processes – we make decisions that affect the livelihood and care of thousands of people every year. It's important that we provide a way for concerns to be heard. In this report, you'll find summaries of the work done by the Appeals Department, REA Assessment Committee for Employer Account Appeals, Board Appeal Tribunal, and Fair Practices Office.
- A list of all the corporate policies and procedures introduced or amended in the past year – this annual reporting helps you track the development and revision of the policies that guide how we do our work.
- Comparisons to other Canadian compensation boards and commissions – we track our comparative results to show you how we perform on some key performance metrics.

The past year was both challenging and rewarding for your WCB. We have learned as your Board that this is always so. Your WCB must constantly seek innovative and effective ways to deliver service excellence and to meet your expectations. What remains constant over time is our commitment to the Meredith Principles that are the origin of your WCB. We are pleased to reprint them in this report as a reminder of their continuing relevance.

We rely on the efforts and contributions of employers, working men and women, care givers, and safety and industry organizations to do our work. Thank you for your help and for making 2012 a successful year.

We are indebted to our employees. They are the face and the heart of your WCB. The successes we achieve are due to their professionalism, compassion and commitment to their work. They make a difference each and every day.

DAVID R. EBERLE
Chairperson

KAREN SMITH
Board Member

WALTER EBERLE
Board Member

The Meredith Principles

The Meredith Principles were first articulated by Sir William Meredith in 1910, to describe the basic principles of a workers' compensation system in an industrial age. They were adopted by all Canadian jurisdictions as the foundation for their respective workers' compensation legislation.

Saskatchewan's compensation system began with these Meredith Principles in 1930 and has continually affirmed their importance.

The Meredith Principles ensure that your compensation system contributes to social and economic stability, and positively impacts quality of life in our province.

1. No fault compensation – every work-related injury is covered regardless of who is to blame – the worker, the employer, or a co-worker.
2. Security of benefits – the system is fully funded to ensure that there are sufficient funds to meet current and future costs arising from work injuries.
3. Collective employer liability – all employers contribute to the system based on industry groupings, thus ensuring certainty of payment for injured workers and removing the risk of bankruptcy for employers.
4. Independence of the Board – the system is governed by an independent Board which can fairly serve and respond to the needs of workers and employers without partisan political influence.
5. Exclusive jurisdiction – the Board has exclusive jurisdiction so that each claim can be considered on its individual merits and benefits can be provided promptly without the need to sue for damages.

2012–2014 Strategic Plan

The Strategic Plan is rooted in the Meredith Principles and describes what the WCB holds to be true about Saskatchewan's compensation system, our stakeholders, and the nature of our relationships with workers, employers and the people of Saskatchewan.

Vision Statement

In serving injured workers and employers, we excel in the development and delivery of workers' compensation programs and services. In serving all workers and employers, we develop and deliver injury prevention programs and services that move Saskatchewan quickly to zero workplace injuries.

Mission Statement

In support of our vision, our mission is to:

- Provide the right service, at the right time, and be cost effective in our processes.
- Build positive relationships with workers, employers, and others affected by the workers' compensation system.
- Build positive relationships and implement programs that move Saskatchewan to zero workplace injuries.
- Ensure the health and safety of our employees is considered in all of our decisions and actions.
- Communicate clearly our distinct identity, benefits, and beliefs.
- Ensure the organizational and financial integrity of the Workers' Compensation Board.
- Be accountable for our results.

Statement of Principles and Beliefs

Our corporate principles and beliefs are:

- All unintentional injuries are preventable.
- Compensation and prevention programs are a shared responsibility in the workplace.
- Injured workers and employers deserve excellent service.
- Workers, employers and others deal with us honestly.
- Employers care about their employees and care that their employees receive excellent service.
- The WCB's future relies on positive relationships built on trust, understanding and cooperation in our programs and services.
- WCB employees want to excel in customer service.
- We are guided by our corporate values, Code of Conduct and Ethics, and our responsibility for the protection of privacy of information, in all of our decisions.
- We will act with dignity and treat everyone with respect, and conduct our business in a fair, open, honest, balanced and professional manner.
- We will be socially responsible in fulfilling our mandate.
- We will expect and recognize individual and corporate achievements and contributions to our workplace.

Values Statements

Our corporate values are the standards by which our actions and decisions are to be considered and judged by others and are rooted in our Code of Corporate Conduct and Ethics.

1. Health and Safety – we will achieve our mandate without compromising, first and foremost, the health and safety of our employees.
2. Dignity – those we serve and those we work with are treated with respect and consideration.
3. Fair – those we serve and those we work with are treated equally and without prejudice or bias, and in a timely and confidential manner.
4. Honest – we are truthful with those we serve and those we work with.
5. Open – our programs and services are easy to access and to understand. Our decisions and actions are clear, reasonable and open to examination.

Strategy Statements

The strategy statements are meant to be interrelated and mutually supportive. Taken together, strategy statements are meant to represent a comprehensive, preferred future for the organization.

Service – We will provide support to injured workers, their families and employers when they need it most and be cost effective in our processes. We will return injured workers to wellness, including the return to suitable employment.

Prevention – We will promote safety and injury prevention. We will support workers, employers and communities in the development and implementation of prevention programs that eliminate all unintentional injuries.

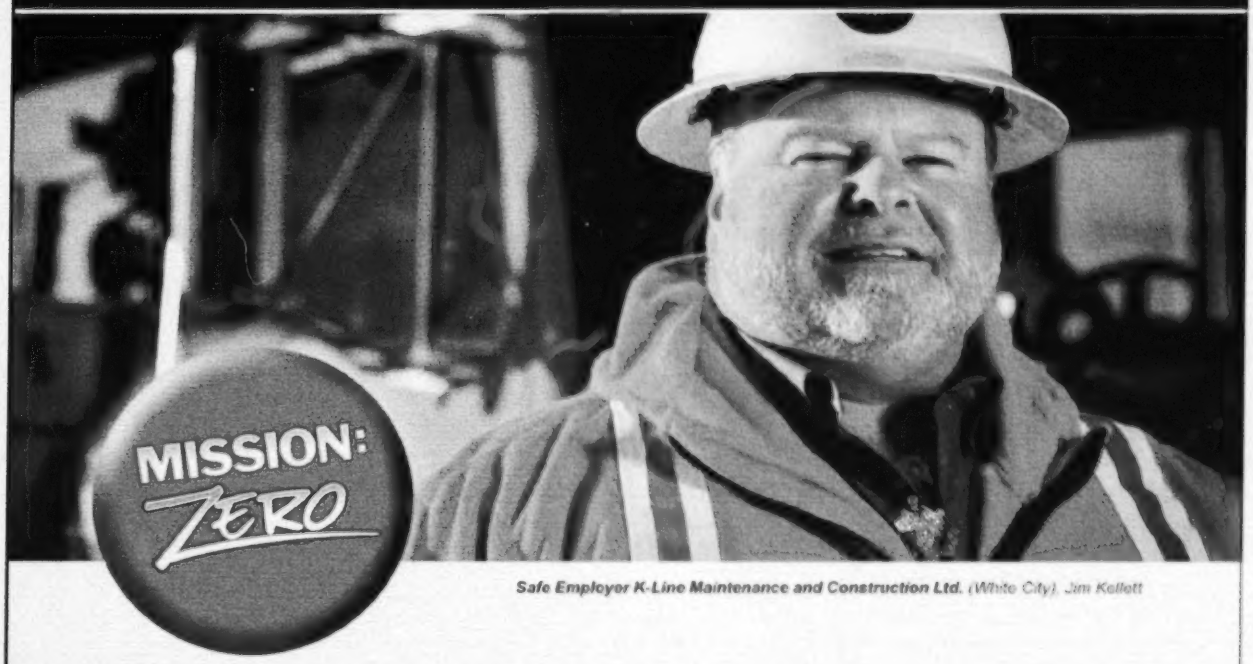
Relationships – We will continue to build positive relationships that best serve the interests of workers and employers.

Strategic Management – We will follow a planning process that anticipates and responds to the environment, that integrates operational planning, and that results in service and management excellence and efficiency.

Risk Management – We will follow a risk management framework that identifies and mitigates risks that jeopardize the implementation of the Strategic Plan, and that determines the risk appetite specific to its objectives.

Employee Relations – We will promote pride in WCB employees and require accountability for individual and corporate achievements, and responsibility for how work is accomplished. We will foster a working environment that maximizes employment engagement.

IS SAFETY YOUR MISSION?



Safe Employer K-Line Maintenance and Construction Ltd. *(White City). Jim Kellett*

"Safety is an integral part of our business. It's not simply a priority, but a main component of everything," says Jim Kellett, Senior Vice President of Operations and Engineering at K-Line Maintenance and Construction Ltd.

A leader in safety and injury prevention, K-Line is proud to be the 2012 WorkSafe Saskatchewan Safe Employer winner. K-Line's "no blame safety culture" encourages reporting of all hazards, near misses and incidents. Kellett says this reporting structure is the key to prevention. "If you can get people reporting near misses, then you can control or eliminate hazards before they result in actual incidents or injury."

"We share this award with our employees, because at the end of the day, they're the ones that make it happen," says Kellett.

For more information about the *WorkSafe Saskatchewan* Safe Worker and Safe Employer Awards, visit worksafesask.ca.

SASKATCHEWAN SAFETY COUNCIL

CANADIAN SOCIETY OF SAFETY ENGINEERING

MISSION: ZERO

WorkSafe SASKATCHEWAN

Work to live.

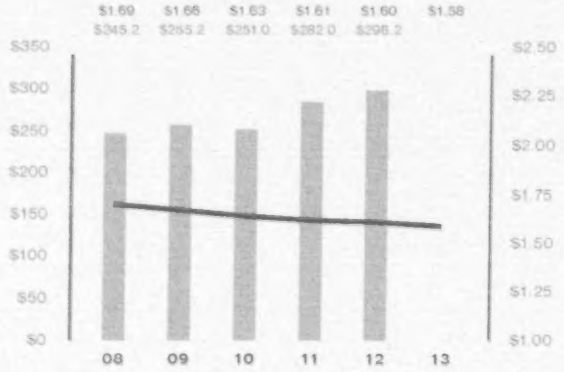
Operational Plan Report

The WCB's operational planning process supports the Board Members' Strategic Plan. It is the responsibility of the WCB Executive to establish the Operational Plan and, through the plan, to achieve the strategy set out by Board Members. This is accomplished by dedicating corporate resources and effort towards a set of Key Result Areas and operational objectives.

The WCB's operational planning model is an integrated approach that requires the Executive to develop Key Result Areas, objectives and programs that are, in turn, actioned as projects by the WCB staff. This ensures that the projects within the Operational Plan are aligned, mutually supportive and adequately resourced.

Five projects received substantial corporate focus and resources in 2012:

1. The WCB completed a reorganization of its corporate structure that puts greater strategic and administrative emphasis on continuous improvement and on workplace safety and injury prevention. The new Executive team now has the structure it needs to meet its mandate, and to take advantage of the opportunities and challenges that are always present in our industry.
2. The WCB improved its Balanced Scorecard for reporting progress on strategic objectives. Management began cascading the corporate strategy map and the Balanced Scorecard to key operational areas with the objective of improving the quality of performance management. As the year ended, the WCB's strategy map was updated and being incorporated as the basis for annual strategic, operational and business planning.
3. Enterprise risk management identifies risks to achieving strategic and operational success, and the controls in place to mitigate those risks. In the latter part of 2012 and early 2013, the WCB updated its Enterprise Risk Management process by incorporating Balanced Scorecard best practices around risk identification and reporting. The risk register that it produces will be better aligned with the corporate Strategic Plan and lay the foundation for a risk scorecard that incorporates risk appetite and tolerance measurement.
4. A project management framework tailored to corporate needs was built in 2012, and launched in early 2013. The new framework standardizes how the WCB approaches project management, mitigates the risk of project failure, and coordinates project decision making, resource allocation, reporting and budgets.



PREMIUM REVENUE AND AVERAGE PREMIUM RATE

Premium Revenue (millions)

Average Premium Rate (per $100 Insurable Earnings)

5. Early in 2012, the WCB launched a claims management system to replace an aged and cumbersome legacy system. The new system is expected to meet requirements for improving customer service, managing claim durations, and capturing opportunities for administrative efficiencies well into the future.

The following report provides highlights of the progress made by the staff of the WCB on the five Key Result Areas in their 2012-2014 Operational Plan.

Key Result Area: Injury Prevention

Operational Objective:

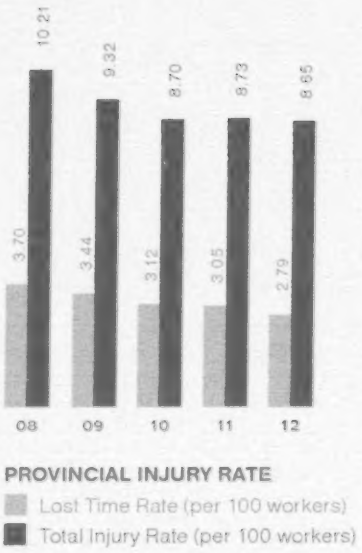
To eliminate workplace injuries and illnesses, as measured through a continuous reduction to the provincial workplace injury rate.

Interim targets:

2012 – 2.95% 2013 – 2.90% 2014 – 2.80%
2012 Actual – 2.79%

This KRA is actioned partially through *WorkSafe Saskatchewan* (WSS), a partnership between the WCB and the Ministry of Labour Relations and Workplace Safety (LRWS) to eliminate workplace injuries and illnesses. WSS prepares an annual Strategic and Operational Plan that serves as one integrated workplace health, safety and injury prevention strategy for the province. Highlights of 2012 are:

- The Time Loss injury rate continued its ten-year decline, ending the year at 2.79 per cent. In total, this rate has dropped 44 per cent since 2003.
- The Total injury rate, which combines the rate of No Time Loss injuries with Time Loss claims, dropped from 8.73 per cent in 2011 to 8.65 per cent in 2012 but did not meet its target of 8.50 per cent.
- Priority 50 employers reduced their combined Time Loss injury rate by 15.05 per cent, and their combined Total injury rate by 15.17 per cent.
- A health care targeting initiative that worked with 20 employers resulted in a reduction to their combined Time Loss injury rate of 13.83 per cent, and their combined Total injury rate dropped by 7.53 per cent.



- A new initiative saw WSS support the provincial government's Safety Champions group to lower the public sector injury rate.

In 2011, the Ready for Work program transferred from LRWS to the WCB. We continue to deliver and fund the program as part of our Prevention Services.

The WCB supports seven industry safety associations through funding and partnerships. They receive their funding through a levy on WCB premiums for employers in the rate codes covered by the associations.

For several years, we have provided financial support to the Ready for Work presentation offered by the Saskatchewan Federation of Labour, and now provide safety glasses for distribution at the presentations.

WORKER SERVICE FEEDBACK

Measure — Target 4.75

Key Result Area: Excellent Service

Operational Objective:

To achieve a customer satisfaction rating of 4.75 out of 5.00 as defined by the Common Measurements Tool survey methodology.

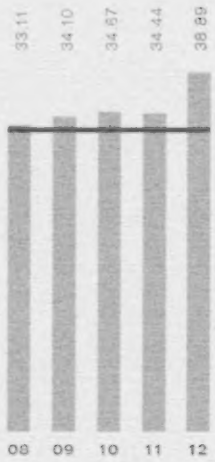
Progress made in 2012:

- Online access to employer cost statements was introduced in 2012, along with enhancements to the online Employer Payroll Statement.
- Replacement of the core claims system was completed in early 2012. Implementation was complex and challenging, and a significant factor in the decline of several customer service outcomes. As the year progressed, the WCB returned to normal operations and now is looking to maximize the opportunities the new system and technology offer.
- 98 per cent of injured workers with a Time Loss injury returned to work, surpassing the 95 per cent achieved in 2011, and surpassing the 92 per cent objective for the year.

EMPLOYER FEEDBACK

Measure — Target 4.75

- Average duration, the measure of timeliness of return to work, increased to 38.89 days per Time Loss claim, falling short of the 32.25 day strategic objective. A thorough analysis of the drivers behind the increase is underway. Early indications are that the single biggest factor is a decrease in the proportion of short-term Time Loss claims (less than 5 days), relative to medium and long-term claims in the system. The remaining claims are typically more severe or complex, which drives up average durations.
- Both injured workers and employers continued to rate service satisfaction at a high level. Average satisfaction for injured workers was 4.06 out of 5, while employer satisfaction averaged 4.02 out of 5. A rating of 4 or higher indicates that overall clients are satisfied with the quality of service provided by the WCB.
- The WCB monitors and trends time to first payment. This metric shows the proportion of injured workers that receives their first wage loss cheque within the target of 14 days. In 2012, the percentage was 33 per cent, compared to 64 per cent in 2011.
- A productivity and process review was completed in the Appeals Department. By year end, improvements identified by the review and a drop in appeals registered with the department, brought the average wait time for appeals below the 30-day target.
- A project to automate the most commonly used claim forms got underway in late 2012. Employers, workers and care givers will be able to populate and transmit their initial injury report and injury treatment forms through our website in 2013.
- Independent quality assurance reviews are done to determine the accuracy of entitlement decisions. In 2012, the result was 95 per cent, which met the target for the year.



TIME LOSS CLAIM DURATION

Measure — Target 32.35

RETURN TO WORK

Measure — Target 92%

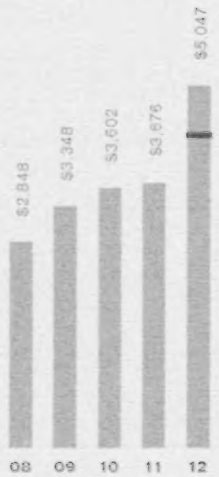
Key Result Area: Effective Processes

Operational Objective:

To ensure that 100% of key business processes have appropriate standards and controls in place that are monitored through quality control and quality assurance processes.

In 2012:

- Work on improvements to the WCB's Balanced Scorecard and Enterprise Risk Management processes was initiated in 2012. New processes began cascading through the company late in the year.
- A review of processes that protect the privacy of information held by the WCB was completed, with recommendations to be implemented in 2013.
- The WCB continued researching how it might use social media to communicate and do business with its clients and vendors.
- Work completed on a project management framework that the WCB can use to identify, prioritize, monitor and resource corporate projects. By year end, a new Portfolio Management Executive Committee was in place to oversee implementation of the framework and to provide executive oversight to corporate projects.
- As part of its work on project management, a corporate change management process was developed and launched. By year end, change management training was planned for WCB executive and managers.
- The WCB measures its administration costs per Time Loss claim to monitor its financial performance and effective processes. The target is to be in the top quartile of Canadian provincial workers' compensation boards and commissions. The 2012 target was $4,356 per Time Loss claim. The actual cost was $5,047 per Time Loss claim.



ADMINISTRATION COSTS PER TIME LOSS CLAIM

Measure

2012 Target $4,356

ACCURACY OF ENTITLEMENT DECISIONS

Measure — Target 95%

Key Result Area: Competent People

Operational Objective:

To hire, develop and retain a competent work force as measured by the WCB's Human Resources Alignment Index.

Target – 94% 2012 Actual – 95%

In 2012:

- The WCB monitors employee competence through its performance management system and through its Balanced Scorecard. In 2012, actual competence was measured at 98 per cent — a consistent year over year result — against a target of 90 per cent.
- Accuracy of entitlement decisions is another measure of employee competence. Independent quality assurance reviews are done to determine accuracy against a target of 95 per cent. In 2012, the result was 95 per cent. Without encroaching on decision-making independence, quality assurance staff provided constructive feedback to help achieve these quality outcomes.
- A third and important metric is Employee Engagement. It is gauged through an employee survey conducted every two years. The survey was done in 2012, with an engagement rating of 102 against a target of 106.

DEMONSTRATED COMPETENCE

Measure — Target 90%

EMPLOYEE ENGAGEMENT

Measure — Target 106

Key Result Area: Financial Integrity

Operational Objective:

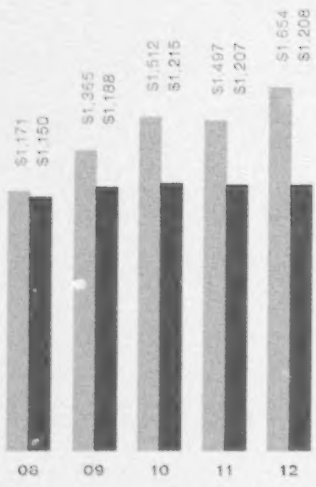
To protect benefit entitlement and maintain competitive rates by maintaining funded status.

In 2012:

- The WCB remains fully funded, with a funding percentage of 116.8, down slightly from 2011's result

of 119.0. Fully funded means that the WCB is able to fund 100 per cent of its legislated requirements.

- The Board revised its Funding Policy to increase the funding level of the Occupational Disaster Reserve from 3.0 per cent of benefits liabilities, to 4.0 per cent. The increase reflects the expected impact of occupational diseases in the future.
- A new reserve of $80 million, called the New Act Reserve, was established in 2012 to set aside funds for proposed legislative changes, including annual increases to the maximum insurable wage rate for existing claims.
- For the second year in a row, the benefits liabilities – the sum of assets needed to pay for the future liabilities of all claims in the system – dropped. The decrease of 0.8 per cent was driven primarily by the drop in Time Loss claims.
- A booming economy and growing assessable payroll base meant that premium revenue grew by $14.2 million, despite a drop in the average premium rate from $1.61 in 2011 to $1.60 in 2012.
- Two measures of administrative efficiency are the administration cost per Time Loss claim and administration cost per $100 of assessable payroll.
    - In 2012, administration cost per Time Loss claim was $5,047 compared to $3,676 in 2011. The increase reflects the drop in the pure number of Time Loss claims and the increase in administration costs overall. In 2011 – the most recent comparative data – Saskatchewan had the second lowest administration cost per Time Loss claim in Canada. The 2011 Canadian average was $6,938.
    - Administration costs per $100 of assessable payroll are estimated at $0.28 in 2012, compared to a target of $0.27. For 2011, the WCB's ratio was $0.25, making Saskatchewan the second lowest province in Canada.



FULLY FUNDED STATUS
(millions)
Assets Liabilities

Corporate Social Responsibility

Our Statement of Principles and Beliefs includes this element:

"We will be socially responsible in fulfilling our mandate."

Being socially responsible, means being accountable for the effects of our actions and decisions beyond our place of work. We practice this by taking steps to:

- Maximize our influence as a leader in workplace safety
- Respect our impact on our environment
- Create a healthy and safe work environment for our employees
- Encourage non-profit and community organizations that serve our province

Here are highlights from 2012.

WorkSafe Saskatchewan, Mission: Zero, Partnerships in Safety and Prevention

Through our flagship *WorkSafe Saskatchewan* (WSS) partnership with the Ministry of Labour Relations and Workplace Safety (LRWS), and our Mission: Zero call to action, we've helped to make workplace safety and injury prevention an issue of public concern in our province.

Our work in this all-important area has matured in the past decade, and produced results almost from our first efforts to turn around a record high injury rate in 2002. Then, nearly 5 out of every 100 covered workers had an injury that kept them away from work. While that meant costs were going higher each year, the real harm was felt by injured workers, their families, workplaces and communities.

Great progress has been made in the past ten years. The workplace injury rate has dropped nearly 44 per cent, more workplaces make safety and prevention a cornerstone of their operations, and Mission: Zero – our call to action – represents "zero injuries, zero fatalities, zero suffering" to more Saskatchewan citizens with each passing year.

Still, more must be done. We had a record 60 workplace fatalities in 2012. One fatality is unacceptable; 60 is heart wrenching and should spur all of us to greater efforts.

In 2012, we took these actions to advance our goal of injury-free Saskatchewan workplaces:

- We hosted our first WorkSafe Regional Workshop in Swift Current. This day-long event featured sessions on Understanding the WCB, setting up an effective Occupational Health Committee, and challenges faced by the oil and gas industry.
- Expanded the safety glasses program we launched with Magna Electric Corporation in 2011, by inviting all signatories of the Health and Safety Charter to share injury prevention messages and donate safety glasses to schools and communities. Over 40 organizations took part, and donated 35,000 pairs of safety glasses to students and the public in communities across Saskatchewan.
- WSS hosted two breakfasts for business professionals and brought Dr. Julian Barling from Queen's University to talk about Transformational Leadership and the leader's role in developing a safety culture.
- 172 new Occupational Health and Safety Committees were set up in Saskatchewan workplaces.
- Co-branded a WorkSafeBC publication titled *Back Talk*, for use in WSS back care workshops.
- Targeted industries and demographics most at risk with the 2011 increase in the Total injury rate.
- Supported University of Regina research on Risk Factors for Low Back Disorders in Agriculture, and

the development of a research project to promote hearing conservation programs in the construction industry.

- Partnered with the University of Regina Centre for Management Development to evaluate the Health and Safety Leadership Charter and the impact leadership has on a safety culture within an organization.
- Safety information and training were shared through meetings, presentations, publications and the WSS website, and campaign messaging.
- Presented two of our own awards to a Safe Worker and Safe Employer, was again the Safety Partner with the Saskatchewan Chamber of Commerce Abex Awards and the sponsor of a Regina Chamber of Commerce Paragon Award. WSS also continues to support employer safety awards for the North Saskatoon Business Association and the Canadian Occupational Safety Magazine.
- Established partnerships to promote workplace injury prevention with the Saskatchewan Roughriders, Skills Canada, the Contractor Safety Awareness Alliance, Saskatchewan Brain Injury Association, the Canadian National Institute for the Blind, the Saskatchewan Safety Council, the Saskatchewan Chiropractic Association, and Junior Achievement.
- Delivered almost 250 training sessions to nearly 4,800 people in Level 1 and Level 2 OHC training, ergonomic assessment, WHMIS, supervision and safety, back safety, computer workstation assessment, effective return to work, and understanding the WCB. More than another 3,500 individuals registered for online courses in WHMIS, and investigations and inspections training.
- Began working with the Saskatchewan Association for Safe Workplaces in Heath to deliver safety information, implement safety and management systems and deliver a health care focused campaign to lower injuries in the health care sector.
- WSS joined Safe Saskatchewan as a member of the Safety in Education Provincial Strategy committee.
- WSS is working with the Ministry of Education to develop a lab and science safety resource, with Junior Achievement to develop injury prevention resources for their program, and the high school Entrepreneurship 30 course.

- Co-presented injury prevention presentations to students and young workers with safety associations, the CNIB, SaskEnergy and the SFL.
- Over 10,000 students took the Young Worker Readiness Certificate course in 2012.
- Working with a targeted group of 50 employers with high injury incidence, WSS partners brought their combined Total injury rate down to 8.16 per cent from 9.62 per cent. The Time Loss injury rate dropped by 15.05 per cent.

Respecting Our Environment

It is our intent to minimize the harmful impacts our decisions and actions have on our environment.

- Our employer cost statements are now only available online, saving the paper and postage costs of mailing these monthly documents.
- We promote payments to injured workers by electronic funds transfer to reduce the number of cheques that we print and mail.
- We send statements of administrative expenses electronically to reduce our use of paper.
- We accept payments by credit cards to reduce the number of cheques mailed to us and reduce our use of paper.
- Our recycling program includes all paper, cardboard, plastics, tins, and bottles. Items can be dropped into recycling bins on every floor in our buildings.
- Batteries from work are collected and sent to a local vendor for disposal.
- We select print shops that meet the forestry sustainability designation.
- Motion-sensor lighting in our buildings reduces our draw on electricity.
- Our photocopiers default to two-sided copying, cutting down on our demands for paper.
- Faxes are rerouted directly to computers and documents are scanned so they can be stored and shared online, two more ways that we save on paper.
- We source local vendors whenever possible, and consider a company's green policies when reviewing tenders.
- Video-conferencing reduces travel between our two offices, saves on gas consumption and emissions, and wear and tear on vehicles, and reduces risk of injury for our employees.

Involving Our Employees

Our Healthy Lifestyles Program encourages our employees to make healthy lifestyle choices. The program is available to permanent and temporary employees, and provides tools and resources to establish personal goals, overcome obstacles and maintain the motivation needed to reach their goals. In 2012, 217 employees participated in the program.

Using a points-based system, employees in the program earn rewards for participating in activities that promote health and well-being while providing opportunities to achieve personal goals. Points are earned in three areas: fitness and exercise, nutrition and lifestyle management, and spirit (mind, soul and social responsibility). To help employees earn points:

- Fitness and weight management classes, and workplace and leisure safety information, are offered in the workplace.
- Stories posted to our internal intranet and emails publish information on community races and fundraising events that feature exercise.
- Desk drops share tips on nutrition, fitness, and preventing injury and illness.
- Information sessions are offered on lifestyle topics as diverse as fraud prevention, living with arthritis, ergonomics, stroke awareness, and healthy kids.

- Flu clinics in both our Regina and Saskatoon offices offered free flu shots as a preventive measure for the 2012-2013 flu season.
- Some unique supports were offered in 2011, like information on the proper use and disposal of medications, tips on organic grocery shopping, classes on meal planning, pointers on starting a soup club, and a guide for buying active toys at Christmas.

Through our group benefits programs, employees also can get financial support to maintain good health through regular medical, dental and vision checkups.

Saskatchewan has a proud tradition of building better communities through volunteerism. Our employees reflect that tradition. Four blood donor clinics were held in 2012. Each of our employees can take one paid day each year to work with local and charitable organizations. In 2012, these organizations benefited from our employees' time:

- Camp Circle of Friends
- Aboriginal Day at St. Michael's elementary school
- Habitat for Humanity
- Chili for Children golf tournament
- Regina Queen City Kinsmen
- Winston Knoll Development Centre

Our employees also fundraised for community and non-profit organizations like the:

- Regina and Saskatoon United Way
- Canadian Cancer Society
- SPCA
- Heart and Stroke Foundation
- Canadian Diabetes Association

In appreciation of our employees' volunteer activities, we again donated $2,500.00 to the Leader Post Christmas Cheer Fund (with proceeds going to women's and children's emergency shelters) and $3,500.00 to each of the Regina and Saskatoon food banks.

Corporate Donations in Our Communities

Community and non-profit organizations with objectives that complement our corporate priorities can receive sponsorships and donations to help them meet their goals.

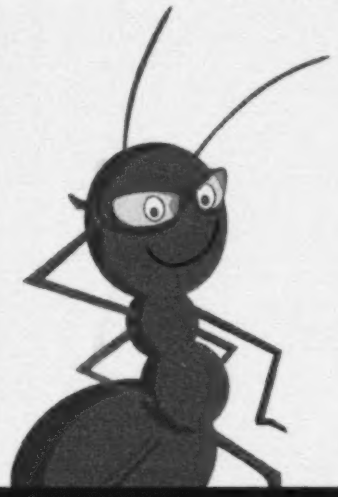
In 2012, we provided funds to:

- The 2012 Industrial Safety Seminar, the premier annual event for safety professionals and organizations in our province.
- The annual conferences and events of the Vocational Rehabilitation Association of Canada, the Aboriginal Government Employees Network, and the Regina Aboriginal Professional Association.
- Organizations like the First Nations University of Canada, the University of Saskatchewan Aboriginal Students Centre, and Stepping Stones Career Fair.
- Community fundraising events like Drive Away Hunger, sponsored by Farm Credit Canada, and the United Way of Regina.
- Events to showcase inspirational achievement, like the Indspire Awards.
- The 2012 Aboriginal Stepping Stones Conference.

Darrell Chamberlain, *HSE Supervisor and* ***Mike Court,***
VP, Health, Safety and Environment, ***Graham Group Ltd.***

Setting our sights on Mission: Zero

More than 35,000 people in our schools and communities will be safer by receiving Mission: Zero safety glasses, courtesy of *WorkSafe Saskatchewan* and community partners like Graham Group Ltd.



"The opportunity to take part in this initiative and educate students about safety will prevent injuries and losses in the future."

— Mike Court

GRAHAM Work2Live

Appeals

Appeals Department for Injury Claim Appeals

The Appeals Department focuses on evidence-based decision making. It is the first level of appeal for injured workers or employers who are dissatisfied with a WCB claim decision.

Based on the results of a productivity review in 2011, process changes were made in the Appeals Department in 2012 that had the effect of improving the timeliness of service to its customers.

Specifically, output levels in the Appeals Department increased. The increased output coupled with a slight decrease in customer requests, had a direct impact on customer wait times. By the last quarter of 2012, most customers in the Appeals Department were receiving decisions within 30 days, the acceptable service standard.

Customers who disagree with a decision of the Appeals Department may appeal to the Board Appeal Tribunal, the final level of appeal.

Appeals Activity

	2012	2011	2010	2009	2008
Appeals Received*	841	940	1152	951	1064
Accepted	237	191	200	183	202
Denied	839	594	544	557	603
Returned for Development	18	65	188	212	264
Total**	1,094	840	932	952	1069
Withdrawn	29	41	32	10	22
Appeals Pending	41	297	277	102	115
Average days to decision	70	131	53	43	48
Appeals decided within 30 days	17.20%	9.08%	14.83%	21.9%	22.4%
Appeal Meetings	45	54	44	25	44

*May be more than one appeal per individual claim.
**Decisions made may include appeals received in prior years, but exclude claims that can not be registered.

Source of Appeals

	2012	2011	2010	2009	2008
Worker	510	555	727	560	718
Worker Representative*	-	-	115	-	-
Workers' Advocate	207	165	159	196	141
Employer	64	69	85	79	78
Employer Representative*	-	-	66	-	-
Union Official	12	17	Breakdown not available for 2010	21	37
Lawyer	20	26		14	17
Family	15	19		5	7
Other Representative	13	89		76	66
Total	841	940	1152	951	1064

*Reported categories for 2010 only.

Nature of Appeals

	2012		2011		2010		2009		2008	
		accepted		*accepted*		*accepted*		*accepted*		*accepted*
Initial Acceptance	390	*76*	287	*58*	279	*49*	291	*38*	302	*51*
Relationship (of condition to employment)	174	*26*	124	*20*	142	*25*	155	*27*	127	*23*
Wage Loss Benefits	98	*29*	85	*36*	86	*24*	93	*27*	82	*26*
Recovery/Fitness	69	*18*	50	*14*	64	*15*	74	*18*	73	*13*
Recovery/Pre-existing Condition	62	*7*	50	*5*	59	*9*	49	*10*	56	*10*
Cost Relief for Employer	49	*13*	37	*8*	43	*8*	28	*4*	40	*7*
Estimated Earning Capacity	42	*16*	30	*11*	60	*19*	37	*10*	56	*10*
Medical Expense	36	*13*	30	*9*	56	*15*	43	*11*	53	*13*
Suspension	34	*13*	22	*11*	41	*11*	62	*19*	56	*18*
Transportation Expense	28	*10*	21	*9*	20	*5*	14	*5*	41	*10*
Permanent Functional Impairment	24	*0*	15	*1*	19	*2*	12	*0*	17	*0*
Vocational Services*	21	*4*	n/a	*n/a*	n/a	*n/a*	n/a	*n/a*	n/a	*n/a*
Wage Base	15	*2*	6	*4*	18	*3*	13	*3*	21	*3*
Overpayment Recovery	15	*4*	6	*1*	26	*7*	14	*4*	23	*7*
Other	10	*2*	3	*0*	17	*2*	23	*5*	15	*3*
Dependants	5	*3*	1	*0*	1	*0*	1	*0*	5	*0*
Independence Allowance	4	*1*	3	*1*	3	*1*	4	*0*	5	*0*
Retraining**	n/a	*n/a*	5	*3*	9	*4*	11	*2*	14	*0*
Revenue & Employer Accounts***	n/a	*n/a*	n/a	*n/a*	2	*1*	74	*18*	0	*0*
Total	1,076	*237*	775	*191*	945	*200*	998	*201*	986	*194*

The table provides the total decided appeals and of those, the number accepted.
2012 and 2011 data does not include appeals that require development, appeals that can not be registered, and appeals that are withdrawn.
*Vocational Services is a new category in 2012 that includes, but is not limited to, retraining.
** Retraining is now part of Vocational Services – see note above.
*** The Appeals Department no longer processes employer appeals with appeal issues relating to their WCB accounts.

Assessment Committee for Employer Account Appeals

In 2012, the Revenue and Employer Accounts (REA) Department was responsible for employer registration, industry classification, experience rating and other services that affect an employer's WCB account.

Employer appeals follow a two-step process:

1. The Employer Services Representative (ESR) or Quantitative Research Analyst (QRA) who made the decision is asked to review it. Many client concerns can be resolved at this stage.
2. If the concern is not resolved, the employer can appeal to the Assessment Committee. The Committee will review the file and advise the employer of their decision, with reasons.

If the concern remains unresolved, the employer can appeal the matter to the Board Appeal Tribunal, the final level of appeal.

Appeals Activity

	2012	2011	2010	2009	2008
Appeals Received	38	26	19	22	14
Accepted					
Experience Rating	3	1	1	1	0
Classification	3	1	3	3	4
Coverage	2	1	1	1	1
Other	4	2	6	4	0
Total Accepted	12	5	11	9	5
Denied					
Experience Rating	5	9	1	2	4
Classification	5	3	1	1	0
Coverage	3	0	1	2	1
Other	9	5	5	4	2
Total Denied	22	17	8	9	7
Outstanding	4	4	0	4	2

Board Appeal Tribunal

Clients who are not satisfied with the outcome of first level appeals to the Appeals Department or Assessment Committee can request that their concern is reviewed by the Board Appeal Tribunal.

The Board Members serve as the Board Appeal Tribunal. The tribunal is the final level of appeal for all matters, unless there is a bona fide medical question to be decided. These are referred to a medical review panel of practitioners.

Appeals Activity

	2012	2011	2010	2009	2008
Appeals Received	267	190	243	232	219
Decisions Made					
Accepted	116	121	115	82	102
Denied	103	102	97	99	93
Total	219	223	212	181	195
Appeals Withdrawn	13	15	10	20	16
Appeals Pending	158	111	159	134	105
Average Number of Days to Decision	180	251	219	191	161
Oral Hearings	130	120	84	99	106

Source of Appeals

	2012	2011	2010	2009	2008
Workers' Advocate	129	98	103	101	103
Worker	77	46	68	73	68
Employer	31	31	32	21	22
Other Representative	19	7	16	16	7
Lawyer	7	7	13	7	10
Union Official	3	1	9	8	7
Family	1	0	2	6	2
Total	267	190	243	232	219

Nature of Appeals

	2012		2011		2010		2009		2008	
		accepted		*accepted*		*accepted*		*accepted*		*accepted*
Relationship (of condition to injury)	70	*28*	61	*26*	51	*21*	41	*19*	55	*26*
Initial Acceptance	61	*30*	68	*38*	80	*48*	71	*31*	55	*35*
Recovery/Fitness for Work	24	*19*	31	*16*	31	*15*	33	*18*	40	*11*
Other	19	*12*	8	*4*	9	*7*	5	*3*	9	*5*
Estimated Earnings	14	*10*	16	*13*	3	*2*	12	*13*	7	*6*
Assessment/Surcharge	6	*2*	3	*0*	0	*0*	0	*0*	1	*1*
Permanent Functional Impairment	6	*2*	2	*1*	3	*0*	3	*0*	3	1
Cost Relief	5	*5*	21	*17*	10	*8*	5	*3*	7	*6*
Suspension	5	*4*	5	*3*	12	*6*	6	*3*	4	*2*
Wage Base	3	*2*	3	*0*	4	*1*	1	*1*	6	*3*
Expenses	3	*0*	2	*2*	7	*5*	2	*0*	6	*4*
Independence Allowance	2	*2*	1	*0*	0	*0*	0	*0*	0	*0*
Retraining	1	*0*	2	*1*	2	*2*	2	*1*	2	*2*
Total	219	*116*	223	*121*	212	*115*	181	*82*	195	*102*

The above table provides the total decided appeals, not counting those withdrawn, and the number of those accepted.
Some prior year numbers were restated to correct prior year calculations.

Medical Review Panel

Appeals Activity

	2012	2011	2010	2009	2008
Panels Held	4	4	9	13	12
Decisions Made					
Accepted	4	1	4	5	6
Denied	0	3	5	8	6
Total	4	4	9	13	12
Pending	3	0	0	0	0

Nature of Appeals

	2012	2011	2010	2009	2008
Relationship of Condition to Injury	4	2	7	6	7
Recovery/Fitness	2	2	2	7	5
Permanent Functional Impairment	1	0	0	0	0
Other	0	0	0	0	0
Total	7	4	9	13	12

Fair Practices Office

The Fair Practices Office (FPO) receives concerns about the fairness of WCB actions and decisions. Where appropriate, recommendations to resolve concerns are forwarded to WCB managers. The FPO 2012 Annual Report is available at wcbsask.com.

Comparative statistics for the years 2008 to 2012 are provided.

Number of Complaints / Inquiries Received

	2012	2011	2010	2009	2008
Complaints received	484	432	425	407	434
Re-opened	47	35*	33	25	39
Total	531	467*	458	432	473

* The 2011 report incorrectly shows 44 files re-opened and a total 476 inquiries received.

Source of Complaints / Inquiries (%)

	2012	2011	2010	2009	2008
Injured Workers	88.6	88.4	93.2	92.9	83.6
Employers	10.5	10.2	5.9	6.9	10.4
Other	0.9	1.4	0.9	0.2	6.0
Total	100.0	100.0	100.0	100.0	100.0

Response Time to Close (%)

	2012	2011	2010	2009	2008
0-7 days	72.9	73.1	71.5	75.2	75.1
8-30 days	17.8	17.8	19.1	16.0	18.9
Over 30 days	9.3	9.1	9.4	8.8	6.0
Total	100.0	100.0	100.0	100.0	100.0

Category of Complaints / Inquiries Received

	2012	2011	2010	2009	2008
Disagree with decisions	425	355	338	275	332
Information requests	148	128	131	126	120
Timeliness & process delays	113	81	68	65	76
Communications/service issues	103	81	75	55	96
FPO issues (systemic)	1	1	1	2	1
Total	790	646	613	523	625

Note: More than one complaint can be registered per inquiry.

Resolution (closed files)

	2012	2011	2010	2009	2008
Completed by FPO without referral	284	243	262	276	263
Called WCB for clarification	76	52	52	30	38
Referral to WCB for review	123	133	111	101	133
Total	483	428	425	407	434

Note: One file remained open at the end of 2012.

Outcome of Referrals to WCB

	2012	2011	2010	2009	2008
Decision changed	20	28	20	23	18
New action taken	93	92	81	74	112
Reviewed – no change	10	13	10	4	3
Total	123	133	111	101	133

WorkSafe Saskatchewan

The WSS partnership between the WCB and the Ministry of Labour Relations and Workplace Safety (LRWS) was created in 2002, after the provincial workplace injury rate had reached an all-time high of 4.95 per cent. 2012 was an ambitious year for the partnership. After an increase in the Total Injury rate in 2011, the partnership restructured its Operational Plan into new Key Result Areas (KRAs) and developed new targeting strategies to focus on those industries and demographics most at risk.

In late 2012, the WSS partners began work on re-defining their planning and reporting process to track progress against their Strategic and Operational plan.

In total, injury rates dropped in 2012. After a slight increase in 2011, the Total injury rate dropped to 8.65 per cent. The Time Loss injury rate dropped for the tenth straight year to 2.79 per cent. This is a 43.6 per cent decrease since 2002.

Mission: Zero

Since its launch in 2008, the Mission: Zero call to action and its distinctive red button have been endorsed by workers, employers and safety organizations across the province. WSS promotes these efforts through stories on its website and featuring partners in advertisements.

The new targeted programming KRAs in the Operational Plan allow the WSS partnership to align its Mission: Zero and injury prevention resources even more precisely with where efforts are needed most. In 2012, the partners met with CEOs, workers, unions, safety professionals and students. They created awareness, provided safety assessments and advice, expertise and education. Safety information and training were shared via meetings, presentations, publications, the WSS website and campaign messaging.

Key Result Area: Greater Safety Leadership and Capacity

A safe and healthy workplace cannot exist without committed leadership. Through the projects and actions identified in this KRA, WSS engages leaders in business, labour and the community and provides them with support and resources to achieve a commitment to safer workplaces and communities and improve injury prevention.

WSS has set measurable goals for injury reduction within this KRA. In 2011, the Total injury rate in Saskatchewan was 8.73 per cent, and WSS set the goal of reducing the overall injury rate to 8.50 per cent in 2012. WSS did not achieve this goal. As at December 31, 2012, Saskatchewan's overall injury rate was 8.65 per cent.

Awards

Injury prevention passion and ingenuity arises everywhere. WSS recognizes leadership and excellence in workplace safety through a number of annual awards. WSS presents two of its own safety awards at the annual WCB Compensation Institute: the Safe Worker and Safe Employer Awards. In 2012, the Safe Worker winner was Leeanne Koshykowski of River Heights Lodge, North Battleford. The Safe Employer winner was K-Line Maintenance and Construction Ltd. of White City.

WSS also partners with a number of organizations to promote and recognize leadership in injury prevention. It is the Safety Partner for the Saskatchewan Chamber of Commerce Abex Awards and sponsors a Regina Chamber of Commerce Paragon award. WSS collaborates with the North Saskatoon Business Association (NSBA) to present the NSBA Business Builder Safety Award. WSS is also represented on a committee to present the national Canada's Safety Employers Awards.

Events

WSS promotes cultural change and the sharing of leading edge practices by bringing together business and community leaders. This year WSS hosted two breakfasts for business professionals and brought Dr. Julian Barling from Queen's University to talk about Transformational Leadership and the leader's role in developing a safety culture.

WSS also hosted its first WorkSafe Regional Workshop in Swift Current. This day-long event featured sessions on Understanding the WCB, setting up an effective OHC, and challenges faced by the oil and gas industry. WSS Youth Education and Training Coordinators went to area schools and made injury prevention presentations in conjunction with the event.

Health and Safety Leadership Charter Program

On June 10, 2010, WSS and Safe Saskatchewan co-hosted the province's first Health and Safety Leadership Charter signing event. There are now over 300 committed organizations and leaders furthering injury prevention in the province as Charter signatories. WSS supports Safe Saskatchewan in hosting the annual Charter event to promote leadership in injury prevention and celebrate new charter signatories.

OHS Committees

There were 172 new OHS committees established in workplaces in 2012.

Partnerships

WSS has established a number of partnerships to promote injury prevention in workplaces and in the community. This year, WSS established formal partnerships with the Saskatchewan Roughriders, Skills Canada, Contractor Safety Awareness Alliance, Saskatchewan Brain Injury Association, the Canadian National Institute for the Blind, the Saskatchewan Safety Council, the Saskatchewan Chiropractic Association and Junior Achievement.

Thank You

GRAHAM

bhpbilliton

PCL CONSTRUCTION LEADERS

In June 2011, WSS partnered with Magna Electric Corporation (MEC) to distribute safety glasses and safety messages in communities throughout Saskatchewan. In 2012, WSS expanded the program and invited all Health and Safety Charter signatories to join them to share injury prevention messages and donate safety glasses to schools and communities. Over 40 organizations took part to provide 35,000 pairs of safety glasses to students and the public all across the province. The initiative was endorsed by the Saskatchewan CNIB. To learn how you and your organization can be a partner, contact the WCB Prevention Department.

Safety Associations: WSS supports seven industry-based safety associations to reach employers and workers in various sectors including construction, road building, health care, manufacturing, retail, hospitality and petroleum. For more information: worksafesask.ca/SK-safety-associations.

Safe Saskatchewan: Whether an injury occurs on or off the job, it affects the individual, the employer, the family and the community. Safe Saskatchewan promotes injury prevention in all areas of life. WSS is a founding partner and a major supporter of Safe Saskatchewan.

Publications

WSS writes and produces its own resources when necessary, but it also has established excellent working relationships with partners in other jurisdictions to share existing resources or co-develop new ones. In 2012, WSS co-branded WorkSafeBC's publication *Back Talk* for use in its back care workshops. *Back Talk* is available as a flip book or a downloadable PDF on the WSS website: worksafesask.ca/back-talk-publication. Printed copies are available through the WCB Prevention Department.

Research

WSS believes good research and data are an integral part of our processes. WSS is supporting a University of Saskatchewan research project on Risk Factors for Low Back Disorders in Agriculture and the development of a research project to promote hearing conservation programs in the construction sector. LRWS is collecting and providing field measurement data to contribute to a University of Saskatchewan research project on hand and arm vibration.

In 2012, WSS partnered with the University of Regina Centre for Management Development on a wide scale research project on the Health and Safety Leadership Charter. This is the first time in Canada that a charter project has been evaluated in this way. The project is also looking at the impact leadership has on safety culture within an organization.

Training Opportunities for Workplaces

Many of the projects within this KRA are designed to help employers and workers address Occupational Health and Safety (OHS) issues. The WSS website offers three online courses: WHMIS, Investigations and Inspections training. There were 3,613 online registrations for these courses in 2012, a substantial increase over 2011 registration of 1,950.

To register for these courses see the WSS website: worksafesask.ca/Online-Safety-Courses.

The WSS partners provide nine classroom training programs. In 2012, WSS delivered almost 250 training sessions to 4,769 people in Level 1 and 2 OHC training, Ergonomic Assessment, WHMIS, Supervision and Safety, Back Safety, Computer Workstation Assessment, Effective RTW and Understanding the WCB.

To find out more about WSS online and classroom training, visit the website at: worksafesask.ca/Online-Safety-Courses or worksafesask.ca/Classroom-safety-courses.

Key Result Area: An Informed Public

One of the fundamental key safety messages of the WSS initiative is that "Injuries are predictable and preventable." The goal of this KRA is to measure the impact of that message: by 2014, 90 per cent of the working public will believe injuries are preventable.

As of the January 2013 general public survey, 90 per cent of the general working public agreed that workplace injuries were preventable.

WSS uses a combination of paid advertising, media and public relations to build overall awareness of WSS, Mission: Zero and workplace injury prevention. WSS continued to run TV, print and online ads promoting leadership. These "I believe in Mission: Zero" messages ran throughout the province in the spring and again in the fall. Monthly print ads ran on rotation in the daily papers and in the Regina and Saskatchewan Chamber newsletters.

In 2012 there were 76,244 visitors to the WSS website, up significantly from 42,803 in 2011.

Key Result Area: Targeted Programming (Industry) Health Care

While health care has been a targeted industry for several years, its importance was elevated by making it a new KRA for WSS. Health care was chosen as a targeted industry because it has the highest total number of injuries of any sector. The strategy intends to deliver targeted interventions in the health care sector to achieve a continual reduction to the G22 Total Injury rate. In 2011, the actual injury rate was 12.39 per cent. The goal was to lower the injury rate to 11.80 per cent. In 2012, the Total Injury rate dropped to 12.21 per cent.

WSS is developing a joint strategy with the Saskatchewan Association for Safe Workplaces in Health (SASWH) to deliver safety information, implement safety management systems and deliver a health care focused campaign over the next few years in order to further lower injuries in this industry.

Key Result Area: Targeted Programming (Demographic) Youth

WSS has identified youth ages 14 – 24 as an area of strategic focus. There is a 20 to 30 per cent higher incidence of workplace injury in youth under the age of 25 than in adults working in comparable industries.

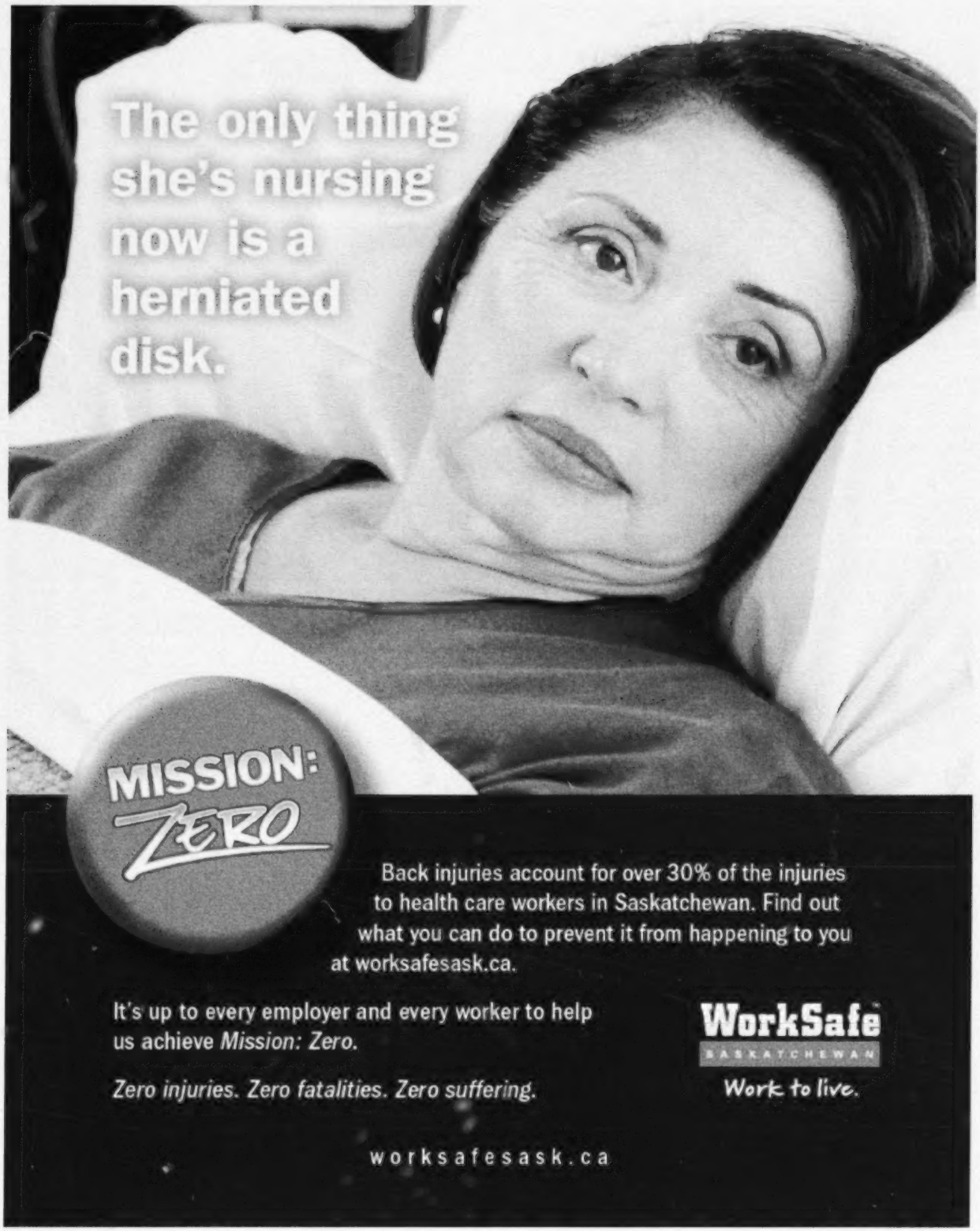
The goal of this KRA is to lower the youth injury rate by directly targeting youth through presentations, partners, campaigns, and other initiatives. In 2012, the goal was to lower the percentage of youth related total claims to 19.1 per cent from the 2011 actual of 19.5 per cent. As at December 31, 2012, the percentage of youth related total claims was 19.80 per cent. There was also an increase in youth fatalities from two in 2011 to five in 2012.

In 2012, WSS joined Safe Saskatchewan as a member of the Safety in Education Provincial Strategy committee. WSS is working with the Ministry of Education to develop a lab and science safety resource. WSS is working with partners to help develop injury prevention resources for the Junior Achievement program and the high school Entrepreneurship 30 course in Saskatchewan.

WSS continues to support the SIAST OH&S Practitioner program.

WSS is also increasing accessibility to safety training by partnering with several organizations to deliver injury prevention presentations to students and young workers. This year, WSS co-presented with safety associations, the CNIB, SaskEnergy, and the SFL.

WSS and LRWS are redeveloping the Young Worker Readiness Certificate course. Over 10,000 students took this course in 2012.


The only thing she's nursing now is a herniated disk.
MISSION: ZERO
Back injuries account for over 30% of the injuries to health care workers in Saskatchewan. Find out what you can do to prevent it from happening to you at worksafesask.ca.
It's up to every employer and every worker to help us achieve *Mission: Zero.*
Zero injuries. Zero fatalities. Zero suffering.
WorkSafe SASKATCHEWAN
Work to live.
worksafesask.ca

WSS is also using social media to reach youth. It ran an online Facebook contest in 2012. Connect with WSS via Facebook: facebook.com/WorkSafeSK.

WSS continues to host a youth video contest. In 2012, WSS received 38 contest entries, a 50 per cent increase over 2011. 98 students from 13 schools learned about injury prevention and workplace safety by creating videos with the theme: "If it feels wrong, it probably is wrong." The Youth Video Contest was expanded in 2013. Winners will now proceed to a national youth video contest. The winning entries can be seen on the WSS website: worksafesask.ca/2012-Winners and on the WSS YouTube channel.

Key Result Area: Targeted Programming (Employers) Priority 50

The WCB and LRWS work together through the Priority 50 initiative. The Priority 50 employers are identified as employers that may require assistance due to high numbers of injuries or high injury rates.

In 2012, WSS completed 168 meetings, 424 inspections, 7 audits and 20 ergonomic assessments with Priority 50 employers.

This strategy continues to be a success with the 2012 Priority 50 employers having 581 fewer total claims in 2012. They reduced their combined Total injury rate from 9.62 per cent in 2011 down to 8.16 per cent. They reduced their combined Time Loss injury rate by 15.05 per cent and had 286 fewer Time Loss claims.

Key Result Area: Targeted Programming (Industry) Public Sector

Although the public sector was an area of importance in the former WSS plan, this KRA was formed to give it higher priority to further influence the health and safety beliefs and behaviours of Saskatchewan public sector employers and employees – the largest single employee group. The operational objective of this KRA is to achieve a continual reduction to the Total injury rate in the public sector and to achieve a continual reduction in Total accepted claims in the public sector (excluding health care G22).

The provincial government's Deputy Ministers have established the Safety Champions Committee to generate change within their own ministries. WSS continues to provide information and support to this committee. WSS conducted 37 meetings, 226 inspections and 28 ergonomic assessments for public sector employers.

Conclusion

The WSS partnership is optimistic that the new WSS plan and targeting strategies will continue to move Saskatchewan toward Mission: Zero.

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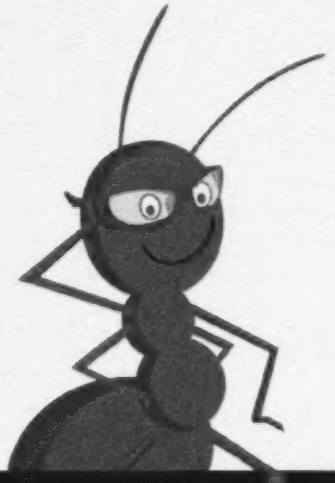
Setting our sights on Mission: Zero

More than 35,000 people in our schools and communities will be safer by receiving Mission: Zero safety glasses, courtesy of *WorkSafe Saskatchewan* and community partners like BHP Billiton Canada Inc.



"By handing out safety glasses to youth, we are planting a 'safety seed' which, over time, will grow into a way of life."

— Ewan Alexander, VP Health, Safety & Environment, BHP Billiton

Work2Live

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resourcing the future

Enterprise Risk Management

Enterprise risk management identifies risks to achieving strategic and operational success, and the controls in place to mitigate those risks. A risk register ranks the risks based on how well controls manage them. The WCB uses the risk register as a reference in strategic and operational planning, budgeting and performance management cycles.

The WCB is updating the enterprise risk management process by incorporating Balanced Scorecard best practices around risk identification and reporting. The risk register then will be better aligned with the WCB's Strategic Plan and lay the foundation for a risk scorecard incorporating risk appetite and tolerance measurement capabilities.

The most significant risks identified in 2011 remained unchanged in 2012. Their controls were:

Description of Risk	Existing Controls
Project Management — Projects are undertaken at the WCB to accomplish its goals and objectives. Projects vary in complexity. There is risk that projects may fall short of expected targets, timelines and results if they are not properly planned, executed, and monitored.	• Training • Prioritization • Monthly reporting • The operational planning process
Key Processes — There are many processes within the WCB that are critical to the operation of the business. There is a risk if these key processes are not identified, designed and executed effectively and efficiently.	• The Balanced Scorecard • The budget process • Quality assurance and quality control • Automated systems development • Internal Audit reviews • Appeals
Workplace Injuries — The WCB's focus is Mission: Zero. The WCB is working towards eliminating workplace injuries. There is a risk that the WCB is not effective in influencing the number of workplace injuries in Saskatchewan.	• Partnerships (*WorkSafe Saskatchewan*, industry safety associations, Safe Saskatchewan, Saskatchewan Safety Council, Saskatchewan Brain Injury Association, CNIB, Saskatchewan Chiropractors Association) • Experience Rating Program • Social marketing • Helping employers and other groups (safety training, safety audits, and safety perception surveys)
Management Information — Decisions at the WCB are largely based on the data and information in its systems. Inaccurate or incomplete information may significantly affect WCB decisions.	• Quality assurance and quality control • Exception reporting • Variance analysis • External and internal actuaries • Training • Automated systems

New and Amended Policies and Procedures

Policy is authorized by the Board Members throughout the year to interpret legislation and regulation and, from such interpretation, identify intentions and specify actions. Procedure is authorized by the Chief Executive Officer and specifies how a given policy will be implemented. The following policy and procedures were amended or introduced in 2012.

All references to the "Act" are to *The Workers' Compensation Act, 1979*.

WCB policies and procedures are available at the WCB's website, www.wcbsask.com, Policy & Legislation.

POL 01/2012 & PRO 01/2012
Offset of Canada or Quebec Pension Plan Benefits

This policy and corresponding procedure establish the guidelines for reducing benefits where the client is receiving CPP or QPP benefits. The documents have been clarified that on the first anniversary date of commencement of loss of earnings, 50 per cent of the CPP/QPP benefits will be considered as wages in calculating the compensation paid by WCB.

POL 02/2012
Expenses — Travel and Sustenance — PSC Rates

WCB has traditionally followed the Saskatchewan Public Service Commission (PSC) for travel and sustenance rates. This policy supersedes POL 16/96 and has been updated to clarify that travel and sustenance rates will be rounded to the nearest cent and that these rates may not be effective the same date as the PSC rates.

POL 03/2012 & PRO 03/2012
Benefit of the Doubt

Decisions are based on the balance of probabilities, considering the merits and justice of each case. However, where the evidence on both sides of an issue is approximately equal, POL 03/2012 and PRO 03/2012, Benefit of the Doubt clarifies how the issue will be settled. This policy and procedure supersede POL 04/99 and PRO 04/99.

PRO 04/2012
Translation Services

Acknowledging the Association of Workers' Compensation Boards of Canada's (AWCBC) principles on providing services to migrant workers, the WCB established guidelines in 2009 for offering translation services to clients. If a language barrier exists between the injured worker and the WCB, the worker will be entitled to free translation services. This procedure was updated to clarify that WCB may enter into an agreement with an external translation service provider.

POL 05/2012
Public Interest Disclosure Act Procedure

On September 1, 2011, *The Public Interest Disclosure Act* (PIDA) became law to provide a process for the Saskatchewan public service to disclose wrongdoing within the public service and protection against reprisals for employees who make such disclosures. PIDA applies to employees at all levels of provincial ministries, and Crown and Treasury Board Crown corporations, as well as a large number of other government boards and agencies, including the WCB. As directed by PIDA, the WCB has established a process which is communicated through POL 05/2012, Public Interest Disclosure Act Procedure.

POL 06/2012
Injuries — Fire Fighters

On May 9, 2011, Bill 174 amended Section 29.1(1)(b) of the Act to include esophageal cancer among the listed presumptive occupational diseases for fire fighters. In addition to the Act amendment, Section 22.3 of *The Workers' Compensation General Regulations, 1985* was amended by Order in Council 328/2011. This amendment introduced the following changes: (a) The minimum period of employment for testicular cancer was adjusted

from 20 years to 10 years; and (b) a minimum period of employment of 25 years was established for esophageal cancer. POL 06/2011, Injuries — Firefighters was approved to communicate these changes which were effective May 27, 2011.

PRO 07/2012
Procurement Procedure

The WCB's autonomy is acknowledged by the Saskatchewan Government with respect to the purchase of goods and services required to complete daily operations. While the WCB does not fall within the jurisdiction of *The Purchasing Act, 2004,* or the Interprovincial Agreement on Internal Trade (1995), the WCB observes the guiding principles and best practices. The Procurement Procedure has been updated to comply with the New West Partnership Trade Agreement (NWPTA) where applicable. PRO 07/2012, Procurement Procedure is effective July 1, 2012.

POL 08/2012 & PRO 08/2012
Funding Policy & Funding Procedure

Through a global convergence towards a single set of accounting standards, the Accounting Standards Board of Canada adopted the International Financial Reporting Standards (IFRS). Effective for the 2011 financial reporting year, IFRS replaced the Canadian Generally Accepted Accounting Principles (GAAP). To maintain stable funding levels and premium rates under IFRS, unrealized gains and losses on investments will not be considered in the determination of the WCB's funded status.

POL 09/2012
Termination — Age 63 and Over, Age 65, and Retirement

This policy was updated to clarify the guidelines followed for the payment of compensation benefits to injured workers age 63 and over. It also clarifies the effects of retirement.

PRO 10/2012
Allowance — Clothing

POL 19/2010 and this corresponding procedure establish the guidelines for compensating a worker for the replacement or repair of clothing worn or damaged by a worker's artificial limb or appliance supplied by the WCB for a workplace injury. Where the worker permanently requires an appliance, clothing allowance will be paid on an annual basis and will be increased annually in accordance with the percentage increase of the CPI.

POL 11/2012 & PRO 11/2012
Injuries — Hearing Loss

This policy and corresponding procedure have been updated to clarify guidelines for the adjudication of traumatic and occupational noise-induced hearing loss claims, as well as PFI awards. To determine the extent of noise-induced hearing loss from work-related exposure, audiograms completed while employed or within five years of leaving employment will be requested. If such an audiogram is not available, current audiograms will be reviewed. Claims will not qualify if it is determined that the hearing loss is predominantly age-related. This policy and procedure are effective February 1, 2013.

POL 12/2012 & PRO 12/2012
Coverage — Students in Work-Based Learning Assignments

This policy and procedure clarify the circumstances when coverage will be provided to students in work-based learning assignments. These documents are based on Memorandums of Understanding agreed upon with the Ministry of Education and the Ministry of Advanced Education.

POL 13/2012
Classification of Industries — 2013 Premium Rates

This policy is a regular annual update effective January 1, 2013. In October 2012, provisional premium rate

consultation sessions were held with employers and their associations. Taking into consideration the feedback received from these meetings, the WCB established the 2013 premium rates.

POL 14/2012
Compensation Rate — Maximum, Section 38 — 2013

This policy is a regular annual update effective January 1, 2013. Pursuant to Section 38 of the Act, the maximum wage rate for any worker who sustained a work-related injury before September 1, 1985 is to be increased to $75,000 per annum. However, this increase is subject to Section 38.1 of the Act, and is therefore limited to the maximum wage rate of $55,000.

PRO 50/2012
Expenses — Travel and Sustenance — PSC Rates

This procedure was updated to provide the current rates at which WCB staff and clients are to be reimbursed for travel and sustenance expenses incurred while attending to WCB business. As this procedure is based upon rates established by the Public Service Commission (PSC), it is revised each time the PSC revises its travel and sustenance rates. These updated rates were effective May 1, 2012.

PRO 51/2012
Medical Fees — Assessment Teams

The continuum of care model is a framework for the efficient and coordinated planning and provision of medical aid and return-to-work plans appropriate to each stage of a worker's injury and recovery. Within this model, there are three levels of assessment and treatment — primary, secondary, and tertiary — that progress towards increased program complexity, scope and resources, depending on the needs of the injured worker. The role of the assessment teams is to ensure the worker's optimal recovery from a physical work injury and a return to safe, meaningful employment. This procedure has been revised to reflect an updated fee schedule effective October 1, 2012.

PRO 52/2012
Medical Fees — Acquired Brain Injury (ABI) Teams

As a result of negotiated agreements with the three health regions that provide Acquired Brain Injury (ABI) treatment services (Regina Qu'Appelle Health Region, Saskatoon Health Region and Prince Albert Parkland Health Region), this procedure sets out updates to the standards of care and fees payable to ABI assessment teams, effective October 1, 2012.

PRO 53/2012
Expenses — Travel and Sustenance — PSC Rates

This procedure was updated to provide the current rates at which WCB staff and clients are to be reimbursed for travel and sustenance expenses incurred while attending to WCB business. As this procedure is based upon rates established by the Public Service Commission (PSC), it is revised each time the PSC revises its travel and sustenance rates. These rates superseded PRO 50/2012 and were effective November 1, 2012.

PRO 54/2012
Minimum Average Weekly Earnings — Section 70(5)

This procedure is an annual update. It establishes the minimum average weekly earnings for workers injured on or after January 1, 1980 and who have been receiving wage loss compensation for more than 24 months. In accordance with Section 70(5) of the Act, the minimum is to be set at not less than two-thirds of Saskatchewan's average weekly wage as of June proceeding the year in which the review of the compensation occurs. Effective January 1, 2013, the minimum average weekly earnings will not be less than $610.06.

PRO 55/2012
Minimum Compensation — Section 76

In accordance with Section 76(b) of the Act, on and after January 1, 1983, minimum compensation is to be not less than 50 per cent of the average weekly wage as of June preceding the year in which the review of compensation

occurs, or where the worker's average earnings are less than that amount, the amount of those earnings. Effective January 1, 2013, the minimum compensation will not be less than $457.54 per week, or the actual amount of the worker's average earnings.

PRO 56/2012
Medical Fees — Exercise Therapists

This procedure establishes the standards for care and the fee schedule for WCB clients requiring exercise therapy. The updated fee schedule is effective January 1, 2013.

PRO 57/2012
Medical Fees — Registered Nurse (Nurse Practitioner)

This procedure is a new addition to the policy manual. It establishes practice standards for Registered Nurse (Nurse Practitioners). It also stipulates that RN(NP)s will bill for services according to the fee schedule noted in PRO 51/2009, Medical Fees — Physicians. These are the same rates that are specified in the Saskatchewan Ministry of Health Payment Schedule for Insured Services Provided by a Physician. This procedure is effective January 1, 2013.

PRO 58/2012
Penalty, Default in Assessment Payment

In accordance with Section 8 of *The Workers' Compensation General Regulations, 1985*, the Bank of Canada's interest rate effective October 31st of the prior year will be added annually to 6 per cent to arrive at the penalty to be applied when an employer fails to pay premiums required by the Act. Effective January 1, 2013, the annual penalty rate will be 7.25 per cent with a monthly rate of 0.60 per cent.

PRO 59/2012
Calculation of Net Compensation Payable

Section 68(4) of the Act states the WCB must annually establish a schedule of earnings for the purposes of Section 68(3)(b). Therefore, when there are any legislated changes to the income tax deductions either federally or provincially and these changes become available, the WCB will publish revised tables of earnings and incorporate them into the calculation of net earnings loss. The current changes to the system tables were effective January 1, 2013.

PRO 60/2012
Consumer Price Index (CPI) — Annual Increase

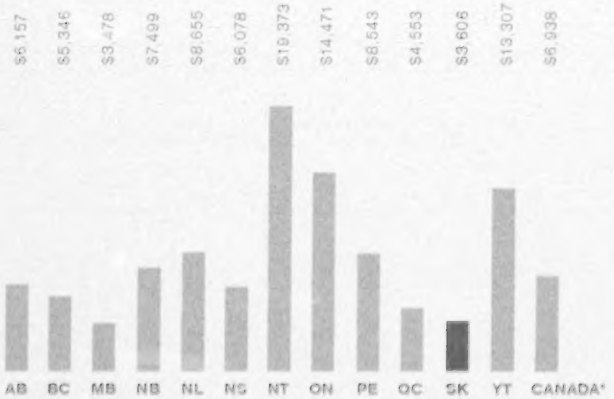
Section 69 of the Act requires that compensation amounts be adjusted annually by the percentage increase in the Consumer Price Index (CPI). The basis for any increase is the average of percentage increases in the Regina and Saskatoon All-Items CPI for the 12 months ending on November 30 in each year. For 2013, entitlements will be increased 1 per cent due to the CPI increase.

Comparison with Canadian WCBs

The Saskatchewan Workers' Compensation Board is a member of the Association of Workers' Compensation Boards and Commissions (AWCBC), a national non-profit organization represented by the workers' compensation board or commission from each of Canada's provinces and territories.

Through the AWCBC, the Chief Financial Officers of the Canadian boards and commissions develop financial and statistical indicators to describe the workers' compensation insurance system in Canada overall, and to provide comparisons across jurisdictions.

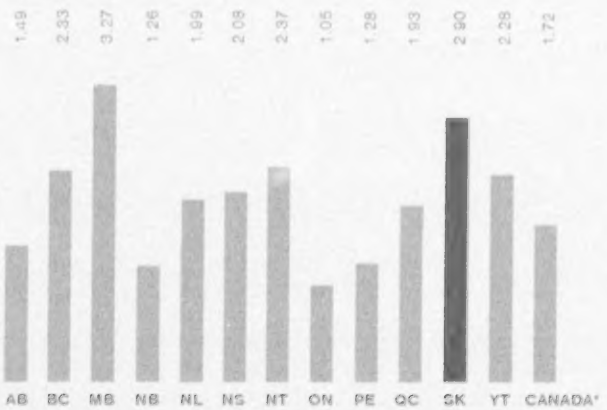
The following comparisons are based on 2011 data (the most recent data available).



Administration Cost Per Time Loss Claim

* Weighted Average

The WCB and AWCBC use different criteria when counting Time Loss claims for this key statistical measure. The AWCBC counts claims with the same injury and registration year, as of March 31 of the following year. The WCB counts Time Loss claims registered and accepted in the year, regardless of the injury date. As a result, the AWCBC figure for 2011 differs from the figure of $3,676 published by the WCB in its 2012 Annual Report.

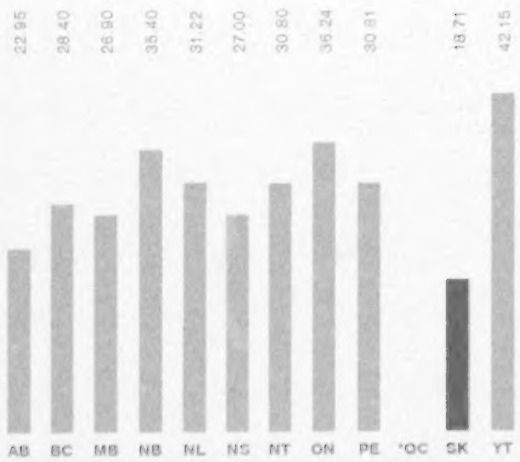


Injury Rate per 100 Workers of Assessable Employers

* Weighted Average

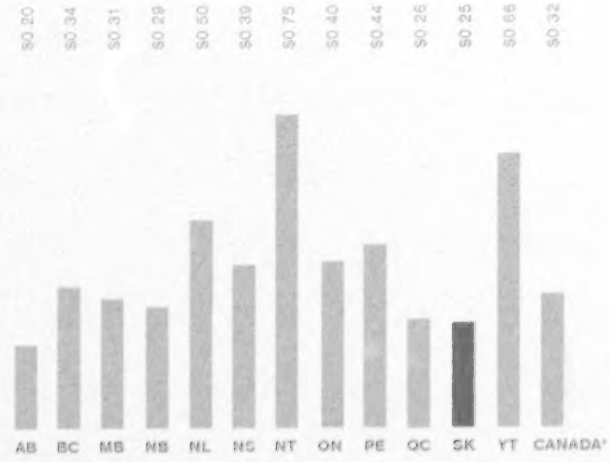
AWCBC statistics are based on accepted national definitions and may not be the same as statistics published in WCB annual reports. The definition of this measure is, the number of new Time Loss claims for assessable employers per 100 workers of assessable employers.

COMPARISON WITH CANADIAN WCBs



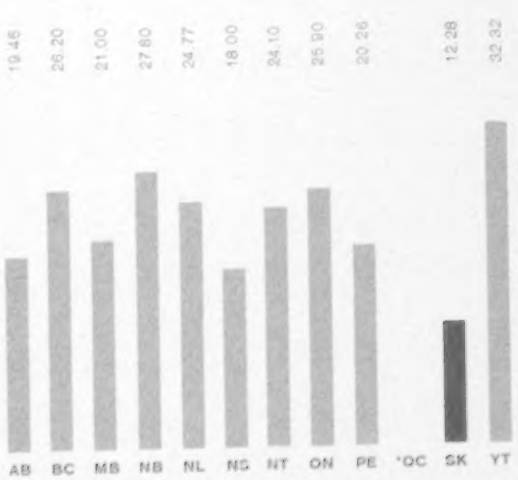
Average Calendar Days From Injury to First Payment Issued

* Quebec data unavailable



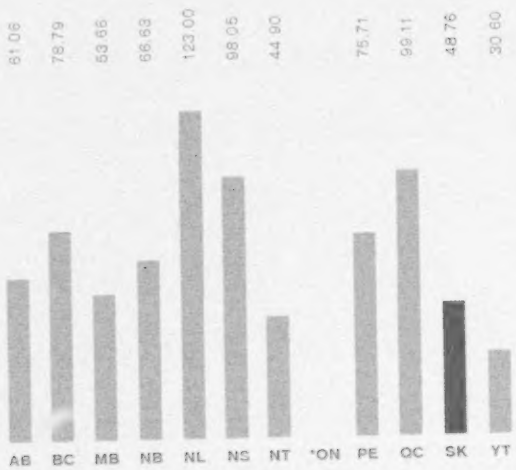
Administration Cost Per $100 Assessable Payroll

* Weighted Average



Average Calendar Days From Registration Of Claim to First Payment Issued

* Quebec data unavailable



Average Composite Duration Of Claim (in days)

* Ontario data unavailable

You can view the complete report on 2011 Key Statistical Measures and Indicator Ratios at the AWCBC's website awcbc.org.

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